

CHALLENGE TO EFFECTIVE LEADERSHIP

By

Charles H. Ingraham<sup>1/</sup>  
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Managers of any business whether large or small are in control of many resources. Among these are the most variable of all - people. People are as different as night and day for no two are alike. Thus, managers in conducting the day to day activities of their business must be aware of and relate to individual differences among employees.

Every employee has many traits which comprise his attitudes, habits and behavioral responses. It is a common mistake to "type" people into one of two opposing categories - good or bad, fast or slow, etc.

It is because of these variations in individuals that the manager must relate to employees individually. He should not treat all employees the same but instead relate to extremes of behavior and those areas in between the extremes. In any one organization there will be people ranging from introverts to extroverts in behavioral activity. These individuals cannot be treated the same.

The challenge the manager faces in directing the daily affairs of the business relate to the formation of attitudes among his employees. He must try to project upon an individual's own frame of reference so the individual perceives the manager as beneficial and thus worthwhile to work diligently for in the business. This is hard to do for every individual has a frame of reference that is completely different from that of others. Attitudes are formed by backgrounds such as religious training, education, goals and the like. In essence, what the manager must do is become proficient in understanding the feelings and attitudes of others.

As we increase our understanding of ourselves and others, the more respectful and effective we become in both self management and the management of others.

The individuals a manager cannot relate to become frustrated and release it by aggressive behavior such as damaging equipment or stealing.

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Frustrated employees may become dull, listless and lack ambition. This resignation process is a coward's way out and again relates to the individual's background.

How then can a manager as a leader of men get results from others?

A Philosophy for Modern Managers

Basically, there are six ways of getting results from people. They are the following:

FORCE		PERSUASION
FEAR	VERSUS	REWARDS
AUTHORITY		SATISFACTIONS

These are, in reality, the old versus the new methods. Most people today won't put up with the old methods of force, fear and authority. This is not to say that these methods are nonexistent today, but the trend today is toward participative management.